Government proposal: service feedback analytics, Northmere Borough Council tender 26-08

November 23, 2026

Table of Contents

Table of Contents

Executive Summary

Technical Volume

- Proposed Technical Method
- Mandatory Requirement Responses
- 1. Documented Sampling Method
- 2. Two Daily Data Feeds
- 3. Access by Named Service Teams
- 4. Monthly Narrative
- 5. Quarterly Governance Reviews
- 6. Documented Security and Data Handling
- 7. Data Export and Handover
- Accessibility and Quality Controls
- Compliance Matrix

Management Volume

- Delivery Team
- Delivery Milestones
- Support and Escalation
- Governance, Risks and Responsibilities

Past Performance Volume

- Relevant Local Authority References
- Additional Relevant Experience

Pricing Volume

- Pricing Basis
- Illustrative Priced Schedule
- Budget Comparison and Tax
- Commercial Assumptions, Optional Work and Exclusions

Required Representations & Certifications

- Registrations, Assurance and Insurance
- Declarations

Appendices

- Appendix A: Data Handling Summary
- Appendix B: Training and Reporting Inclusions
- Appendix C: Open Confirmation Register

Government proposal: service feedback analytics, Northmere Borough Council tender 26-08

Buyer: Northmere Borough Council

Bidder: Larkfield Analytics Ltd

Tender: 26-08

Proposal purpose: This proposal responds to the tender for a 12-month service to join the council's resident survey and contact-centre feedback into a role-based reporting store and dashboard.

WORKED-EXAMPLE NOTICE:

Northmere Borough Council and tender 26-08 are fictional; this response is a worked example. Larkfield Analytics, its personnel, clients, projects, references, figures and assurance mark are also fictional for this worked example.

Bidder details: Larkfield Analytics Ltd, registered company number LA-0044817 (invented), is a data and survey analytics consultancy founded in 2014 and based in the invented city of Larkfield.

Proposal validity: 60 days from the date of issue.

Governing law: The law of England and Wales, with disputes referred to the courts of England and Wales.

Legal effect: To be confirmed: the legal effect of this proposal and the bid team's authority to submit it for Larkfield Analytics Ltd.

Table of Contents

1. Cover Page
2. Table of Contents
3. Executive Summary
4. Technical Volume
5. Management Volume
6. Past Performance Volume
7. Pricing Volume
8. Required Representations & Certifications
9. Appendices

Executive Summary

We present a worked-example response for a 12-month service within the council's £140,000 excluding-VAT ceiling and with no extension option. Subject to bid-team approval, confirmed staffing, technical validation and council approval, we propose to combine resident survey and contact-centre feedback into a common reporting store with role-based dashboard access, two daily data feeds, a monthly narrative and quarterly governance reviews.

Larkfield Analytics has 31 staff across Survey Design, Data Engineering and Decision Dashboards. Our documented services include survey design and fielding, automated daily data refresh, browser-based dashboards with role-based access, monthly analyst narrative summaries and quarterly review workshops. We would apply those established service components only after confirming the council's source-system interfaces, information-governance requirements, named users and acceptance criteria.

Our proposed delivery method begins with a two-week discovery period covering stakeholder interviews, a data inventory, a written sampling and weighting method, and a data protection impact assessment. The council would approve the data protection impact assessment before personal data moves. We would then configure agreed connections, create the reporting-store layout and data dictionary, test dashboard access and accessibility, and demonstrate deliverables to the council's nominated approver.

The brief states no numeric response-rate target. We would therefore not promise a response-rate outcome. Instead, subject to council approval, we would document the sampling frame, invitation channels, exclusions, weighting rules and reporting measures during discovery so that response rates can be reported by ward or neighbourhood where the agreed data supports that analysis.

Our illustrative priced schedule totals **£129,730 excluding VAT**, based on supplied fixed rates and proposed quantities requiring approval. This leaves **£10,270** of headroom against the £140,000 excluding-VAT ceiling. VAT applicability and amount are to be confirmed.

Technical Volume

Proposed Technical Method

Subject to confirmation of delivery capability, staffing, source-system access and council approval, we propose a discovery-led implementation that turns agreed resident-survey and contact-centre feedback data into a common reporting layout. We would agree the reporting questions, source fields, service-team roles, data dictionary, acceptance criteria and data-retention requirements during discovery.

We would use an agreed scheduled file export, database view or API for each source system. Where a source system offers none, Larkfield's documented approach is to build a read-only export during discovery at no extra charge. The final mechanism depends on technical validation and council approval.

Mandatory Requirement Responses

1. Documented Sampling Method

We would conduct stakeholder interviews and a data inventory during the proposed two-week discovery period. Subject to council approval, our Senior Survey Analyst would produce a written sampling and weighting method covering the target population, source of contact details, sampling frame, contact approach, invitation volumes, exclusions, ward or neighbourhood reporting basis, weighting rules, treatment of incomplete responses and response-rate calculation.

The council would review and approve the method before fielding. The observable acceptance criterion would be a written method that identifies the agreed population and calculation rules and is accepted in writing by the council's nominated approver.

The council has not supplied a numeric response-rate target. We would report the agreed response-rate measure but would not represent an unapproved target as a commitment.

2. Two Daily Data Feeds

Subject to interface validation and council approval, we propose two separate automated feeds: one resident-survey feed and one contact-centre feedback feed. Each feed would run twice daily at proposed intervals of 06:00 and 14:00 UK time. The interval, source extract timing, data volume, permitted fields and error-handling rules are planning assumptions requiring technical validation and approval.

We would validate each feed against agreed record counts, mandatory fields, duplicate handling and reconciliation rules. The observable acceptance criterion would be successful scheduled processing of both agreed sources through an agreed test period, with a jointly approved reconciliation record.

To be confirmed: the council's resident-survey and contact-centre source systems, available interface methods, technical contacts, data fields, extract schedules and access approvals.

3. Access by Named Service Teams

Larkfield's documented dashboard service supports browser-based dashboards with role-based access. Subject to council approval, we propose named-user accounts for authorised service-team members, grouped by agreed service role and restricted to agreed dashboard views and data scope. The supplied dashboard-platform rate covers up to 40 named users.

We would configure a named-user register, role-to-permission matrix, joiner/mover/leaver process and quarterly access review. Before launch, we would test each agreed role using representative accounts and document the test outcome. The observable acceptance criterion would be council approval of the access matrix and successful role-based access tests for nominated users.

To be confirmed: the named service teams, named-user list, required access roles, required number of users, identity-management integration requirement and council approval of the access model.

4. Monthly Narrative

Larkfield's documented service includes a monthly narrative summary written by an analyst. Subject to confirmation of staffing and council approval of reporting content, our Senior Survey Analyst would prepare a monthly narrative covering agreed response measures, themes, service comparisons, data-quality observations, emerging issues and agreed actions for review.

We propose delivery within 10 working days after each month end, subject to the availability and completeness of the agreed data feeds. This timing is an unapproved proposal for agreement. The observable acceptance criterion would be delivery of the narrative in the agreed format and written acceptance or material-issue list from the council's nominated approver.

5. Quarterly Governance Reviews

Larkfield's documented service includes quarterly review workshops. Subject to confirmed availability of the proposed delivery team and council attendees, we propose a quarterly governance review chaired by the Engagement Director. The agenda would cover performance against agreed measures, data quality, access reviews, risks, actions, upcoming survey activity and reporting priorities.

We would maintain an action log and review the risk register at every steering meeting. The observable acceptance criterion would be a documented quarterly review pack, attendance record and agreed action log.

6. Documented Security and Data Handling

Larkfield documents a project-start method that includes stakeholder interviews, a data inventory and a written data protection impact assessment signed off by the client before any personal data moves. Larkfield documents that it hosts client data in a UK data centre, encrypted at rest and in transit, with named-user access and a quarterly access review. Larkfield documents that it collects and keeps only the personal data that an agreed project purpose needs.

Larkfield documents a personal-data breach notification process within 24 hours of confirming a breach. The notification states what Larkfield knows at that time, including what happened, which data is affected and what Larkfield is doing about it.

Subject to council approval, we propose an implementation backup and restore design that identifies backup frequency, retention, storage location, restoration owner, recovery objective and annual recovery-test procedure during discovery. We propose recording each recovery test, its result, defects and corrective actions. These are design proposals only and require technical validation.

The observable acceptance criterion would be an agreed data protection impact assessment, data-handling schedule, access-control matrix, documented backup and restore procedure, and evidence of agreed pre-launch security and access testing.

To be confirmed: the council's required data-retention period, data-classification policy, backup and recovery requirements, required recovery objectives, security-assurance evidence, incident-reporting contacts and any required data-processing agreement.

7. Data Export and Handover

Subject to council approval, we propose to produce a handover pack containing the agreed data dictionary, source-to-target mapping, dashboard definitions, named-user access register, sampling and weighting method, reporting templates, open issue log and agreed data export. We would demonstrate the handover materials to the council's nominated approver before contract end.

We propose an export in an agreed open, machine-readable format and a readable documentation format. The final format, frequency, destination, ownership and deletion or retention steps require council approval. The observable acceptance criterion would be a successful council test of the agreed export and written acceptance of the handover pack.

To be confirmed: the required export format, transfer mechanism, handover date, data-retention and deletion instructions, receiving council owner and acceptance criteria for handover.

Accessibility and Quality Controls

Larkfield documents that dashboards are built to WCAG 2.2 level AA and tested before launch and at each major release. Larkfield records accessibility defects found in testing and fixes them before the dashboard goes live. Tomasz Wren, Dashboard Developer, owns accessibility testing against WCAG 2.2 level AA.

We would use fortnightly sprints, written progress reports and a risk register reviewed at every steering meeting. Larkfield's documented acceptance approach is to demonstrate each deliverable to the client's nominated approver. The client confirms acceptance in writing against criteria agreed in discovery, or lists the material issues Larkfield must correct.

Compliance Matrix

Identifier	Buyer requirement	Status	Response location	Evidence basis	Remaining gap	Next action	Responsible role
R1	Documented sampling method	Compliant, subject to council approval	Technical Volume: 1. Documented Sampling Method	Survey-design service includes written sampling and weighting method agreed in discovery.	Council population, channels and reporting rules require agreement.	Draft and submit sampling and weighting method in discovery.	Senior Survey Analyst
R2	Two daily data feeds	To be confirmed	Technical Volume: 2. Two Daily Data Feeds	Data-engineering service supports automated daily refresh and agreed source connections.	To be confirmed: the council's resident-survey and contact-centre source systems, interfaces and access approvals.	Validate interfaces and approve feed design.	Lead Data Engineer

Identifier	Buyer requirement	Status	Response location	Evidence basis	Remaining gap	Next action	Responsible role
R3	Access by named service teams	To be confirmed	Technical Volume: 3. Access by Named Service Teams	Decision-dashboard service includes browser-based dashboards with role-based access; hosting rate covers up to 40 named users.	To be confirmed: named teams, users, roles and identity-management requirement.	Approve access matrix and complete role-based access testing.	Dashboard Developer
R4	Monthly narrative	Compliant, subject to staffing confirmation and council approval	Technical Volume: 4. Monthly Narrative	Decision-dashboard service includes a monthly analyst narrative; Senior Survey Analyst writes monthly and quarterly narrative summaries.	Content, timetable and acceptance criteria require agreement.	Agree narrative template and reporting calendar.	Senior Survey Analyst
R5	Quarterly governance reviews	Compliant, subject to staffing confirmation and council approval	Technical Volume: 5. Quarterly Governance Reviews	Decision-dashboard service includes quarterly review workshops; delivery method includes steering-meeting risk reviews.	Attendees, agenda and meeting calendar require agreement.	Schedule quarterly governance reviews at kickoff.	Engagement Director

Identifier	Buyer requirement	Status	Response location	Evidence basis	Remaining gap	Next action	Responsible role
R6	Documented security and data handling	To be confirmed	Technical Volume: 6. Documented Security and Data Handling	Documented UK hosting, encryption at rest and in transit, named-user access, quarterly access review, data minimisation, DPIA and 24-hour confirmed-breach notification.	To be confirmed: council security requirements, retention rules, recovery requirements and required agreement documentation.	Complete DPIA, security schedule and technical design for council approval before personal data moves.	Lead Data Engineer
R7	Data export and handover	To be confirmed	Technical Volume: 7. Data Export and Handover	Common reporting-store layout and client-held data dictionary are documented service components.	To be confirmed: export format, handover timing, receiving owner and acceptance criteria.	Agree handover plan and perform export acceptance test.	Lead Data Engineer

Management Volume

Delivery Team

Role	Named individual	Relevant documented experience and responsibility
Engagement Director	Imogen Farrow	16 years in public-sector research. Leads every contract and signs off every report. Named escalation route at first stage.
Lead Data Engineer	Dev Okonkwo	11 years building reporting stores. Owns data protection impact assessments for Larkfield projects.
Senior Survey Analyst	Sunniva Hale	9 years designing resident and tenant surveys. Holds a postgraduate diploma in survey methodology. Writes narrative summaries in monthly and quarterly reports.
Dashboard Developer	Tomasz Wren	7 years building dashboards. Owns accessibility testing against WCAG 2.2 level AA.

To be confirmed: bid-team approval of the named team members' availability for the proposed contract period.

Delivery Milestones

The buyer has specified a 12-month contract but has not supplied a kickoff date. The following week ranges are planning assumptions requiring council approval and are measured from contract kickoff. Post-launch support is shown separately from implementation.

Phase and planning period	Deliverable	Responsible role	Predecessor or access dependency	Observable acceptance criterion
Kickoff and discovery, Weeks 1-2	Stakeholder findings, data inventory, draft DPIA, sampling and weighting method, delivery plan and acceptance criteria.	Engagement Director and Lead Data Engineer	Contract kickoff; council stakeholder availability; source-system information.	Council approval of discovery outputs and DPIA before personal data moves.
Data design and connection build, Weeks 3-6	Agreed reporting-store layout, data dictionary, source mappings and two proposed scheduled feeds.	Lead Data Engineer	Approved discovery outputs; source-system access and interface credentials.	Agreed mapping and successful feed reconciliation tests.
Dashboard and access configuration, Weeks 5-8	Role-based dashboard, access matrix and accessibility-test record.	Dashboard Developer	Approved data design; named-user and role information.	Successful role-based access testing and accessibility defects resolved before go-live.
Launch and training, Weeks 9-10	Dashboard launch, recorded walkthrough and first half-day service-manager training session.	Engagement Director and Dashboard Developer	Approved dashboard and nominated attendee availability.	Council acceptance of launch deliverables.
Operational reporting, Months 3-12	Two daily feeds, daily dashboard refresh, monthly narrative and quarterly governance review.	Delivery team	Live source feeds and agreed reporting calendar.	Reports and review actions accepted against agreed criteria.
Mid-contract training, Month 6	Second half-day service-manager training session.	Engagement Director	Agreed attendee availability.	Completion of agreed session and recorded actions.
Elected-member briefing, once each year	One 90-minute briefing for elected members.	Engagement Director and Senior Survey Analyst	Council scheduling and agreed briefing content.	Delivery of the agreed briefing.
Handover, proposed Months 11-12	Export, data dictionary, mappings, dashboard definitions and handover pack.	Lead Data Engineer	Agreed export and handover requirements.	Successful export test and written acceptance of agreed handover materials.

Support and Escalation

Larkfield documents a named escalation route from Imogen Farrow to Larkfield's managing director. Subject to bid-team approval, confirmed staffing and council agreement, we propose the following support model for the 12-month contract. All coverage hours, priority definitions, response targets and update targets below are unapproved proposals for agreement, not documented service levels.

Proposed element	Proposed parameter requiring agreement
Support period	From agreed launch through contract-end handover.
Coverage hours	08:30 to 17:30 UK time, Monday to Friday, excluding public holidays in England.
Priority 1	Complete loss of dashboard access or both agreed feeds unavailable. Proposed initial response within 2 working hours and update every 4 working hours.
Priority 2	Material degradation affecting a service team or a single agreed feed. Proposed initial response within 4 working hours and update every working day.

Proposed element	Proposed parameter requiring agreement
Priority 3	Non-critical defect, question or change request. Proposed initial response within 2 working days and update through the agreed sprint or governance process.
Escalation stages	Initial triage by the relevant delivery role; escalation to Imogen Farrow, Engagement Director; final escalation to Larkfield's managing director.

To be confirmed: support contact channel, support-service capacity, agreed support hours, incident targets, service-credit requirement, change-control process and the managing director's named contact details.

Governance, Risks and Responsibilities

Area	We would propose	The council would need to provide or approve
Governance	Fortnightly sprint reporting, a written progress report, a maintained risk register and quarterly governance reviews.	A contract lead, nominated approver, governance attendees and timely decisions.
Data access	Connection design, data mapping, validation and reconciliation.	Approved access to agreed source systems, technical contacts and permitted extracts.
Information governance	DPIA preparation and documented data-handling controls before personal data moves.	Approval of the DPIA, retention requirements, classification requirements and incident contacts.
Reporting	Dashboard views, monthly narrative and quarterly review materials using agreed measures.	Approval of reporting measures, templates, service-team roles and escalation actions.
Acceptance	Demonstration of each deliverable to the nominated approver and correction of listed material issues.	Written acceptance against agreed criteria or a written list of material issues requiring correction.

Past Performance Volume

The following examples are fictional, illustrative and unverified for this worked example. The customer-authorised referees listed have agreed to be contacted by a buyer for this sample set. We do not present these examples as certifications or as a guarantee of outcomes for Northmere Borough Council.

Relevant Local Authority References

Customer and engagement	Relevant method and outcome	Value and delivery status	Customer-authorised reference
Wexcombe District Council, resident feedback programme, 2023 to 2025	Fictional, illustrative and unverified example: Larkfield replaced four separate feedback forms with one survey and a weekly dashboard. The recorded response rate rose from 9 percent to 23 percent over 18 months.	£212,000. Delivered on time and 3 percent under budget.	Corin Aldous, Head of Customer Services, corin.aldous@wexcombe-council.example, 01000 555 0101.
Ardmoor Borough Council, complaints and compliments analytics, 2023 to 2024	Fictional, illustrative and unverified example: Larkfield joined three complaints and compliments data sources into one dashboard for 14 service managers. The recorded median time to produce the quarterly complaints report fell from 11 working days to 3.	£148,000. Delivered on time.	Elspeth Rowan, Head of Corporate Performance, elspeth.rowan@ardmoor-council.example, 01000 555 0102.

Wexcombe District Council and Ardmoor Borough Council are the two fictional local-authority references, and both contracts were completed within the last three years.

Additional Relevant Experience

Customer and engagement	Relevant method and outcome	Value and reference
Tavistone Housing Association, tenant satisfaction measures, 2024	Fictional, illustrative and unverified example: Larkfield redesigned an annual tenant survey around the regulator's required measures and built a quarterly dashboard for the board. The first quarterly dashboard reached the board 6 weeks after contract start.	£96,500. Maren Ostby, Director of Operations, maren.ostby@tavistone-housing.example, 01000 555 0103.
Hollin & Rye Stores, sales dashboards, 2025	Fictional, illustrative and unverified example: Larkfield connected till, stock and loyalty data and produced a weekly dashboard per shop manager. Stock-outs reported by shop managers fell from an average of 14 per shop per month to 6 within 4 months.	£58,000. Perrin Hale, Operations Manager, perrin.hale@hollinrye.example, 01000 555 0104.

To be confirmed: bid-team authorisation to submit these fictional worked-example references in a live procurement response.

Pricing Volume

Pricing Basis

The pricing below is a worked-example schedule in pounds sterling, excluding VAT. It uses supplied fixed daily, monthly and per-1,000-invitation rates. The proposed quantities are planning assumptions requiring council and bid-team approval. They are not evidence of an agreed scope, committed staffing allocation or actual usage.

The rates are fixed for the whole term of a contract, including any extension. This tender has no extension option.

Illustrative Priced Schedule

Cost category	Unit	Quantity	Rate excluding VAT	Calculation	Line total excluding VAT
Engagement Director	Day	12 days	£1,150 per day	12 days × £1,150	£13,800
Lead Data Engineer	Day	35 days	£950 per day	35 days × £950	£33,250
Senior Survey Analyst	Day	36 days	£820 per day	36 days × £820	£29,520
Dashboard Developer	Day	32 days	£780 per day	32 days × £780	£24,960
Dashboard platform hosting and licence for up to 40 named users	Month	12 months	£1,400 per month	12 months × £1,400	£16,800
Survey fielding, postal and online	1,000 invitations	6 units	£1,900 per 1,000 invitations	6 × £1,900	£11,400
Total illustrative contract price				**£13,800 + £33,250 + £29,520 + £24,960 + £16,800 + £11,400**	**£129,730**

Budget Comparison and Tax

Item	Calculation basis	Amount
Buyer ceiling excluding VAT	Stated contract ceiling	£140,000

Item	Calculation basis	Amount
Illustrative contract price excluding VAT	Priced schedule total	£129,730
Illustrative headroom excluding VAT	£140,000 – £129,730	£10,270
VAT	To be confirmed: VAT applicability and amount.	Not supplied
Total including VAT	Illustrative contract price excluding VAT plus applicable VAT.	To be confirmed

Commercial Assumptions, Optional Work and Exclusions

- Invoices are issued monthly in arrears and are payable within 30 days.
- The £16,800 hosting and licence amount is the recurring cost for 12 months at £1,400 per month for up to 40 named users.
- Labour and survey-fielding lines are illustrative implementation and operational allocations; a monthly invoice allocation is to be confirmed.
- Postal and online survey fielding is priced at £1,900 per 1,000 invitations. The illustrative 6 units represent 6,000 invitations. Final invitation volume is to be confirmed.
- Paper comment-card digitisation is available at £0.85 per card. No card quantity has been supplied; this is optional work with an unknown total amount.
- Expenses are not charged unless the client agrees them in writing in advance. Agreed travel and out-of-pocket costs are charged at cost.
- To be confirmed: any price for user numbers above 40 named users, additional survey invitations, paper comment-card volumes, required recurring fees not listed in the schedule, VAT applicability, invoice profile, purchase-order process and commercial acceptance terms.

NEXT STEP TOWARD ACCEPTANCE:

Northmere Borough Council should confirm the proposed scope quantities, source-system access, named-user count, survey invitation volume, VAT treatment and handover requirements. Following those confirmations, the bid team should approve the final priced schedule for submission within the stated £140,000 excluding-VAT ceiling.

Required Representations & Certifications

Registrations, Assurance and Insurance

Item	Bidder statement	Status
Company registration	Larkfield Analytics Ltd is registered under company number LA-0044817 (invented).	Stated for this worked example.
Data-controller and processor status	Larkfield is a registered data controller and processor.	Stated for this worked example.
Assurance mark	Larkfield holds the invented "Clearfield Data Practice" assurance mark, renewed in March 2026.	Stated for this worked example.
Public liability insurance	£5 million, renewed each January.	Stated for this worked example.
Professional indemnity insurance	£2 million, renewed each January.	Stated for this worked example.

Item	Bidder statement	Status
Solicitation-specific registrations or certifications	No specific registration or certification requirement is stated in the supplied tender brief.	To be confirmed: whether the council requires any specific registration, certification, policy or evidence for tender 26-08.

Declarations

- We declare that we have not colluded with any other bidder.
- We declare that we offer no gift or inducement to any officer of the buyer.
- We declare that we accept the buyer's standard terms and conditions.
- We list no clarifications.
- We hold a current tax clearance certificate.
- We will make our modern slavery statement available on request.
- We have never been the subject of a contract termination for default.
- We disclose no conflicts of interest with any buyer in this sample set.

These declarations are signed for Larkfield by Imogen Farrow, Engagement Director.

To be confirmed: the council's required declaration forms, signature format, submission-authority evidence, insurance evidence, tax-clearance evidence, modern-slavery statement and any additional required representations.

Appendices

Appendix A: Data Handling Summary

- We document a two-week discovery process including stakeholder interviews, data inventory and a written data protection impact assessment signed off by the client before personal data moves.
- We document UK data-centre hosting, encryption at rest and in transit, named-user access and quarterly access review.
- We document collection and retention of only the personal data required for an agreed project purpose.
- We document notification to the client within 24 hours of confirming a personal-data breach, including known facts about the incident, affected data and actions being taken.
- To be confirmed: the council's required evidence, data-processing terms, retention schedule, security controls and recovery requirements.

Appendix B: Training and Reporting Inclusions

- Two half-day training sessions for service managers in person: one at launch and one at month six.
- One 90-minute briefing for elected members each year.
- A recorded walkthrough of every dashboard.
- Daily dashboard refresh.
- A quarterly written report delivered within 15 working days of each quarter end.
- The Engagement Director will present the quarterly written report to the client's cabinet or board on request.
- To be confirmed: training locations, attendance, accessibility requirements, quarterly-report format, cabinet or board presentation arrangements and council approval of the reporting timetable.

Appendix C: Open Confirmation Register

Affected area	To be confirmed	Responsible role	Next action
Technical integrations	The council's resident-survey and contact-centre source systems, interfaces, fields, extracts, technical contacts and access approvals.	Lead Data Engineer	Complete data inventory and interface-validation workshop.
Access and users	Named service teams, named users, roles, user volumes and identity-management requirement.	Dashboard Developer	Approve access matrix and test plan.
Security and data handling	Council security requirements, data classification, retention, recovery objectives, incident contacts and required agreement documentation.	Lead Data Engineer	Complete DPIA and security design for council approval.
Support	Support-service capacity, contact channel, hours, priorities, targets, service credits and change-control process.	Engagement Director	Agree support schedule before launch.
Commercial terms	VAT applicability, monthly invoice profile, purchase-order process, final quantities, optional-work approval and commercial acceptance terms.	Engagement Director	Issue approved final price schedule.
References and submission	Bid-team authorisation to submit fictional worked-example references, final declarations and submission authority.	Engagement Director	Complete internal bid review before submission.
Procurement administration	Issue date from which the submission deadline of 30 days after issue is calculated.	Engagement Director	Confirm tender timetable with the council.